

! 2010

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18 [illegible] "Stepwise Multiple Regression" [illegible] 85

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Abstract

The Impact of Strategic Thinking on Effectiveness Crisis Management

A Case Study on Saudi Telecommunication Company(STC)

Atef Alblewi

Muta University, 2010

The study aimed at recognizing the strategic thinking and its impact on crisis management effectiveness of the directors of Saudi telecommunication company. To achieve the aim of the study self administrated questionnaire was used to collect the data. It was designed and distributed to a sample of (582) subjects. The statistical package of social science (SPSS V.16) was used to a analyze the data of the questionnaire.

The most important findings of this study were the following:

1. The employees' perceptions of Strategic thinking were at high level, and their perceptions toward crisis management effectiveness was also high.
2. There is an impact of Strategic thinking dimensions in crisis management effectiveness which explains (56.9%) of variation in the dependent variable (crisis management effectiveness).
3. There are significant differences ($\alpha \leq 0.05$) in the respondents perceptions of Strategic thinking attributed to (academic qualification, age, and experience) variables, and significant differences exist at ($\alpha \leq 0.05$) level in the respondents perceptions of crisis management effectiveness attributed to (academic qualification, age, and experience) variables.

The study recommends the need to work on creating an organizational culture that enhance Strategic thinking strategies, and improve the strategies to the higher desired levels, through the development of skilled workers and provide a vision of a clear strategy for the company's and objectives, because of their impact in enhancing the crisis management effectiveness.

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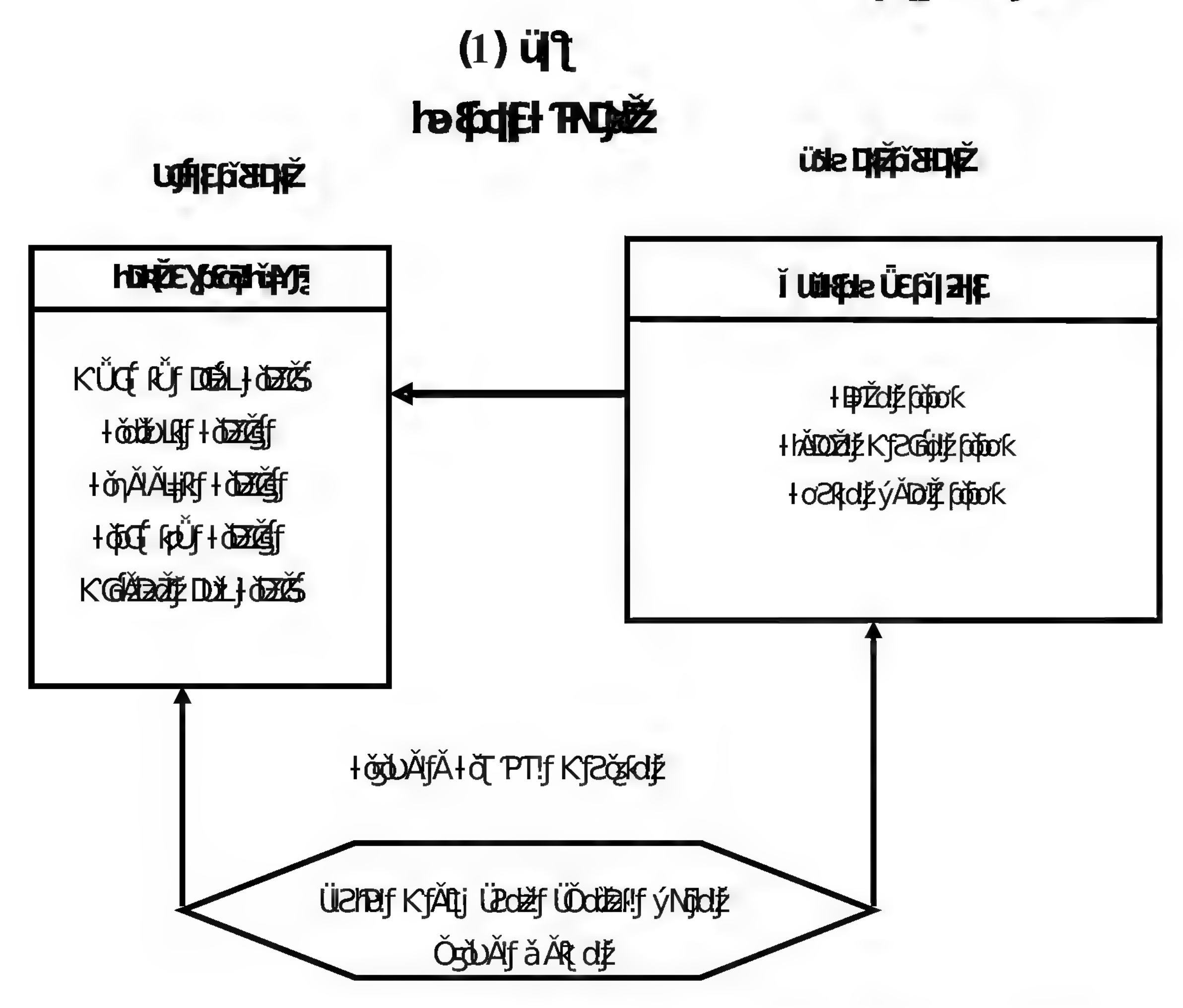
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[illegible] (Lee, et, al, 2006) [illegible]

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3. [illegible] Pragmatic Thinking.
4. [illegible] Analytic Thinking.
5. [illegible] Realistic Thinking.

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(Howitt, 2004)

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Flottau,

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[illegible]

[illegible] (Pol, et.al, 2010) "Public Hospital [illegible]

[illegible] "Management in Times of Crisis: Lessons Learned From Clients

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[illegible] (Wooten and James, 2008) [illegible]

“Linking Crisis [illegible] Management and Leadership Competencies: The Role of Human [illegible] Resource Development".

[illegible] (95) [illegible]

"[illegible] (Al-Shammari & Hussam, 2008) [illegible]

Strategic Planning in Emergent Market Organizations: Empirical [illegible] "Investigation

[illegible] (28) [illegible] .(JMOs) [illegible]

Crisis (Emin, et.al, 2006)

Management in Turkish Construction Industry

(28)

(Lee, et al, 2006)

“Getting Ready for Crises: Strategic

Excellence”

(11)

(Pollard and Hotho, 2006)

“Crises, Scenarios and the

Strategic Management Process”.

[illegible] (30) [illegible]

[illegible] (Mostafa et.al, 2005) [illegible]

“Strategic Preparation for Crisis Management in Hospitals: [illegible] Empirical Evidence from Egypt”. [illegible] (24) [illegible] (259) [illegible]

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“Mapping the Strategic Thinking of Public [illegible]

Relations Managers in a Crisis Situation: An Illustrative Example

Using Conjoint Analysis".

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0.87	0.88	11-1	[illegible]	1
0.82	0.87	23-12	[illegible]	2
0.83	0.86	33-24	[illegible]	3
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0.85	0.88	36-34	[illegible]	1
0.86	0.89	41-37	[illegible]	2
0.89	0.92	45-42	[illegible]	3
0.84	0.87	49-46	[illegible]	4
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[illegible]	11	1.03	3.39	[illegible]	10
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[illegible]	5	0.57	3.59	[illegible]	41- 37
[illegible]	1	0.53	3.83	[illegible]	45- 42
[illegible]	3	0.56	3.72	[illegible]	49- 46
[illegible]	4	0.61	3.66	[illegible]	53- 50
[illegible]	-	0.51	3.71	[illegible]	53- 34

[illegible] (7) [illegible] (3.71) [illegible] (0.53) [illegible] (3.83) [illegible] (0.55) [illegible] (3.77) [illegible] (0.56) [illegible] (3.72) [illegible] (3.66) [illegible] (0.61) [illegible] (0.57) [illegible] (3.59) [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

(8) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	0.94	3.79	[illegible]	34
[illegible]	1	0.91	3.85	[illegible]	35
[illegible]	3	0.97	3.67	[illegible]	36
[illegible]	-	0.55	3.77	[illegible]	36-34

[illegible] (8) [illegible] (0.55) [illegible] (3.77) [illegible] (35) [illegible] (36) [illegible] (3.85) [illegible] (3.67) [illegible]

[illegible]

[illegible]

(9) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	3	0.95	3.59	[illegible]	37
[illegible]	5	1.00	3.50	[illegible]	38
[illegible]	2	0.94	3.63	[illegible]	39
[illegible]	1	0.91	3.67	[illegible]	40
[illegible]	4	0.97	3.56	[illegible]	41
[illegible]	-	0.57	3.59	[illegible]	41-37

[illegible] (9) [illegible] (0.57) [illegible] (3.59) [illegible] (40) [illegible] (3.67) [illegible] (38) [illegible] (3.50) [illegible]

[illegible]

[illegible] (10) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	0.96	3.87	[illegible]	42
[illegible]	1	0.90	3.95	[illegible]	43
[illegible]	3	0.98	3.77	[illegible]	44
[illegible]	4	0.99	3.73	[illegible]	45
[illegible]	-	0.53	3.83	[illegible]	45-42

[illegible] (10) [illegible] (0.53) [illegible] (3.83) [illegible] (43) [illegible] (3.95) [illegible] (45) [illegible] (3.73) [illegible]

[illegible]

(11) [illegible]

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	0.93	3.76	[illegible]	46
[illegible]	4	0.96	3.63	[illegible]	47
[illegible]	3	0.92	3.69	[illegible]	48
[illegible]	1	0.91	3.81	[illegible]	49
[illegible]	-	0.56	3.72	[illegible]	49- 46

[illegible] (11) [illegible] (0.56) [illegible] (3.72) [illegible] (49) [illegible] (47) [illegible] (3.81) [illegible] (3.63) [illegible]

[illegible]

(12) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	0.96	3.70	[illegible]	50
[illegible]	1	0.0.94	3.72	[illegible]	51
[illegible]	3	0.99	3.64	[illegible]	52
[illegible]	4	1.00	3.59	[illegible]	53
[illegible]	-	0.61	3.66	[illegible]	53- 50

[illegible] (12) [illegible] (0.61) [illegible] (3.66) [illegible] (51) [illegible] (3.72) [illegible] (53) [illegible] (3.59) [illegible]

4. [illegible]:

[illegible] "Multicollinearity" [illegible] Variance Inflation Factor- VIF [illegible] "Tolerance" [illegible] (VIF) [illegible] (10) [illegible] (0.05) [illegible] "Multicollinearity" [illegible] (13) [illegible] (VIF) [illegible] "Tolerance" [illegible] (VIF) [illegible] (2.789- 5.102) [illegible] (10) [illegible] – 0.287) [illegible] (0.05) [illegible] (0.395 [illegible].

[illegible] (13)

[illegible]

[illegible] Skewness	[illegible] (VIF)	[illegible] Tolerance	[illegible]
0.211	3.119	0.395	[illegible]
0.129	5.102	0.287	[illegible]
0.347	2.789	0.381	[illegible]

[illegible] (Normal Distribution) [illegible] (Skewness) [illegible] (13) [illegible]

[illegible] (1) [illegible]

[illegible]

(14) [illegible]

[illegible] (Analysis Of variance) [illegible]

[illegible]

F [illegible]	F [illegible]	R^2	[illegible]
0.000	*233.082	0.569	[illegible]
0.000	*150.603	0.521	[illegible]
0.000	*60.568	0.351	[illegible]
0.000	*104.735	0.431	[illegible]
0.000	*131.019	0.473	[illegible]
0.000	*91.318	0.362	[illegible]

($\alpha \geq 0.05$) [illegible]*

[illegible] (14) [illegible] ($\alpha \geq 0.05$) [illegible] (F) [illegible] (%56.9) [illegible] (578 [illegible]) [illegible] (%35.1) [illegible] (%52.1) [illegible] (%47.3) [illegible] (%43.1) [illegible] (%36.2) [illegible]

[illegible] (α≤0.05) [illegible]

(15) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*5.861	0.271	0.050	0.234	[illegible]
0.000	*8.893	0.380	0.045	0.356	[illegible]
0.000	*4.527	0.206	0.047	0.169	[illegible]

(α≤0.05) [illegible] *

[illegible] (15) [illegible] (t) [illegible] (4.527 [illegible] 8.893 [illegible] 5.861) [illegible] (t) [illegible] (α≤0.05) [illegible]

Stepwise Multiple [illegible] Regression [illegible] (16) [illegible] %45.1) [illegible] %54.8) [illegible]

[illegible] (56.9%) [illegible]

[illegible].

(16) [illegible]

[illegible] "Stepwise Multiple Regression" [illegible]

* [illegible] t	t [illegible]	R^2 [illegible]	[illegible]
0.000	*9.197	0.451	[illegible]
0.000	*4.984	0.548	[illegible]
0.000	*3.930	0.569	[illegible]

*[illegible] ($\alpha \leq 0.05$)

[illegible] ($\alpha \leq 0.05$) [illegible].

(17) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*4.132	0.205	0.042	0.210	[illegible]
0.000	*8.325	0.368	0.049	0.339	[illegible]
0.000	*3.986	0.186	0.045	0.180	[illegible]

*[illegible] ($\alpha \leq 0.05$)

[illegible] (17) [illegible] (t) [illegible] (t) [illegible] (3.986 [illegible] 8.325 [illegible] 4.132) [illegible] ($\alpha \leq 0.05$) [illegible]

[illegible]

[illegible] . [illegible]

(18) [illegible]

[illegible] "Stepwise Multiple Regression" [illegible]

* [illegible]	[illegible] t	R^2 [illegible]	[illegible]
0.000	*9.159	0.432	[illegible]
0.000	*4.106	0.516	[illegible]
0.001	*3.219	0.521	[illegible]

($\alpha \leq 0.05$) [illegible] *

Stepwise Multiple [illegible] Regression [illegible] (18) [illegible] %43.2) [illegible] %51.6) [illegible] %52.1) [illegible].

[illegible] (α≤0.05) [illegible]

[illegible]

(19) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*4.691	0.259	0.059	0.279	[illegible]
0.000	*5.293	0.311	0.060	0.323	[illegible]
0.014	*2.471	0.156	0.063	0.156	[illegible]

(α≤0.05) [illegible] *

[illegible] (19) [illegible] (t) [illegible] (t) [illegible] (2.471 [illegible] 5.293 [illegible] 4.691) [illegible] (α≤0.05) [illegible]

Stepwise Multiple [illegible] Regression [illegible] (20) [illegible]

[illegible] (29.3%) [illegible]

[illegible] (33.4%) [illegible]

[illegible]

[illegible] (35.1%) [illegible].

[illegible] (20)

[illegible] "Stepwise Multiple Regression" [illegible]

[illegible]

[illegible]*	t [illegible]	R^2 [illegible]	[illegible]
0.000	*6.453	0.293	[illegible]
0.004	*3.478	0.334	[illegible]
0.012	*2.687	0.351	[illegible]

*[illegible] (α≤0.05)

[illegible]

[illegible] (α≤0.05)

[illegible]

[illegible].

[illegible] (21)

[illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*4.274	0.236	0.061	0.256	[illegible]
0.000	*6.550	0.341	0.060	0.396	[illegible]
0.000	*3.852	0.209	0.056	0.214	[illegible]

*[illegible] (α≤0.01)

[illegible] (21) [illegible]

[illegible] (t) [illegible]

[illegible]

[illegible] (t) [illegible] (3.852 [illegible] 6.550 [illegible] 4.274) [illegible] (α≤0.05) [illegible]

[illegible]

(22) [illegible]

[illegible] "Stepwise Multiple Regression" [illegible]

[illegible] *	t [illegible]	R^2 [illegible]	[illegible]
0.000	*7.229	0.346	[illegible]
0.000	*4.019	0.424	[illegible]
0.003	*3.007	0.431	[illegible]

(α≤0.05) [illegible] *

Stepwise Multiple [illegible] Regression [illegible] (22) [illegible] (%34.6) [illegible] (%42.4) [illegible] (%43.1) [illegible].

[illegible] (α≤0.05) [illegible]

(23) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*3.979	0.232	0.061	0.242	[illegible]
0.000	*5.604	0.287	0.057	0.312	[illegible]
0.000	*3.695	0.247	0.059	0.218	[illegible]

*(α≤0.05) [illegible]

[illegible] (23) [illegible] (t) [illegible] (t) [illegible] (3.695 [illegible] 5.604 [illegible] 3.979) [illegible] (α≤0.05) [illegible] (α≤0.05) [illegible]

Stepwise Multiple [illegible] Regression [illegible] (24) [illegible]

[illegible] (39.2%) [illegible]
[illegible] (45.9%) [illegible]
[illegible]
[illegible] (47.3%) [illegible].

(24) [illegible]

[illegible] "Stepwise Multiple Regression" [illegible]

[illegible] *	t [illegible]	R^2 [illegible]	[illegible]
0.000	*4.573	0.392	[illegible]
0.000	*3.965	0.459	[illegible]
0.001	*3.746	0.473	[illegible]

* [illegible] ($\alpha \leq 0.05$)

[illegible] ($\alpha \leq 0.05$) [illegible]

(25) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.000	*4.762	0.268	0.063	0.229	[illegible]
0.000	*6.852	0.363	0.061	0.418	[illegible]
0.000	*3.631	0.251	0.063	0.229	[illegible]

*[illegible] ($\alpha \leq 0.05$)

[illegible] (25) [illegible]
[illegible] (t) [illegible]
(t) [illegible]
[illegible] (3.631 [illegible] 6.852 [illegible] 4.762) [illegible]

[illegible] ($\alpha \leq 0.05$) [illegible]

[illegible]

[illegible]

[illegible]

(26) [illegible]

[illegible] "Stepwise Multiple Regression" [illegible]

[illegible]

[illegible]	[illegible]	R^2 [illegible]	[illegible]
0.000	*8.267	0.263	[illegible]
0.000	*4.369	0.345	[illegible]
0.000	*3.283	0.362	[illegible]

* [illegible] ($\alpha \leq 0.05$)

Stepwise Multiple [illegible] Regression [illegible] (26) [illegible] (%26.3) [illegible] (%34.5) [illegible] (%36.2) [illegible]

[illegible] ($\alpha \leq 0.05$) [illegible]

(One Way Anova) [illegible]

[illegible] (Scheffe Test):

(27) [illegible]

[illegible] (One Way Anova) [illegible]

[illegible]	(F) [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.000	*8.98	2.405 0.268	7.215 154.739	(578 [illegible] 3)	[illegible] [illegible]	[illegible]
0.000	*16.91	5.665 0.250	16.995 144.959	(578 [illegible] 3)	[illegible] [illegible]	[illegible]
0.000	*18.45	4.718 0.256	14.154 147.800	(578 [illegible] 3)	[illegible] [illegible]	[illegible]
0.156	**1.618	0.773 0.278	1.546 160.408	(379 [illegible] 2)	[illegible] [illegible]	[illegible]

* [illegible] (α≤0.05)

** [illegible] (α≤0.05)

[illegible]:

[illegible] (27) [illegible] (F=8.98) [illegible] (α=0.000) [illegible] (α≤0.05) [illegible].

[illegible] (28) [illegible] (30 [illegible]) [illegible] (30 [illegible]) [illegible] (51 [illegible]) [illegible]

[illegible] (3.80) [illegible] 51) [illegible] (3.44) [illegible] 51) [illegible] 30) [illegible] 50-41) [illegible] 30) [illegible] (3.78) [illegible] 50-41) [illegible] 50-41) [illegible] (3.44) [illegible]

(28) [illegible]

[illegible]

[illegible] 51	[illegible] 50-41	[illegible] 40-31	[illegible] 30	[illegible]	[illegible]
*0.36	*0.34	-	-	3.44	[illegible] 30
-	-	-	-	3.64	[illegible] 40-31
-	-	-	-	3.78	[illegible] 50-41
-	-	-	-	3.80	[illegible] 51

($\alpha \leq 0.05$) [illegible]*

[illegible]

[illegible] (27) [illegible] (α=0.000) [illegible] (F=16.91) [illegible] ($\alpha \leq 0.05$) [illegible]

[illegible] (29) [illegible] 16) [illegible] 16) [illegible] 5) [illegible]

(3.44) [illegible] 5) [illegible] (3.87) [illegible] 16) [illegible] 16) [illegible] (3.87) [illegible] 16) [illegible] 10-6) [illegible] (3.58) [illegible] 10-6) [illegible] 16) [illegible] 5) [illegible] 15-11) [illegible] (3.77) [illegible] 15-11) [illegible] 15-11) [illegible] (3.44) [illegible] 5) [illegible]

(29) [illegible]

[illegible]

[illegible] 16	15-11	10-6	[illegible] 5	[illegible]	[illegible]
*0.43	*0.33	-	-	3.44	[illegible] 5
*0.29	-	-	-	3.58	[illegible] 10-6
-	-	-	-	3.77	[illegible] 15-11
-	-	-	-	3.87	[illegible] 16

($\alpha \leq 0.05$) [illegible] *

[illegible]

[illegible] (27) [illegible] (α =0.000) [illegible] (F=18.45) [illegible] ($\alpha \leq 0.05$) [illegible]

[illegible]

[illegible] (30) [illegible] (3.81) [illegible] (3.39) [illegible] (3.69) [illegible] (3.39) [illegible] (3.60) [illegible] (3.39) [illegible]

(30) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
*0.42	*0.30	*0.21	-	3.39	[illegible]
-	-	-	-	3.60	[illegible]
-	-	-	-	3.69	[illegible]
-	-	-	-	3.81	[illegible]

(α≤0.05) [illegible]*

[illegible]

[illegible] (27) [illegible]

[illegible] = 0.156) [illegible] (F=1.618) [illegible]

[illegible] (α≤0.05) [illegible] (α

[illegible].

[illegible] (0.05≥α)

[illegible].

(31) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.000	*25.67	1.86 0.133	5.57 77.44	(578 ,3)	[illegible]	[illegible]
0.000	*12.11	0.91 0.140	2.73 80.29	(578 ,3)	[illegible]	[illegible]
0.000	*13.46	1.00 0.137	3.02 79.99	(578 ,3)	[illegible]	[illegible]
0.453	*0.596	0.492 0.142	0.984 82.03	(579 ,2)	[illegible]	[illegible]

(α≤0.05) [illegible] *

[illegible]

[illegible] (31) [illegible]

[illegible] (α=0.000) [illegible] (F=25.67)

[illegible] (α ≤ 0.05)

[illegible] (32) [illegible] 30) [illegible] 30) [illegible] 51) [illegible] (3.81) [illegible] 51) [illegible] (3.58) [illegible] 51) [illegible] 30) [illegible] (40-31) [illegible] (3.72) [illegible] 40-31) [illegible] 40-31) [illegible] (3.58) [illegible] 30) 40-31) [illegible] 50-41) [illegible] 30) [illegible] (3.58) [illegible] 30) [illegible] (3.73) [illegible] 50-41) [illegible]

(32) [illegible]

[illegible]

[illegible] 51	[illegible] 55-46	[illegible] 40-31	[illegible] 30	[illegible]	[illegible]
*0.23	*0.15	*014	-	3.58	[illegible] 30
-	-	-	-	3.72	[illegible] 40-31
-	-	-	-	3.73	[illegible] 50-41
-	-	-	-	3.81	[illegible] 51

($\alpha \leq 0.05$) [illegible]*

[illegible]

[illegible] (31) [illegible] ($\alpha = 0.000$) [illegible] ($F = 12.11$) [illegible] ($\alpha \leq 0.05$)

[illegible] (33) [illegible] 16) [illegible] (3.64) [illegible] (3.81) [illegible] 16) [illegible] 16) [illegible]

(33) [illegible]

[illegible]

[illegible] 16	15-11	10-6	[illegible] 5	[illegible]	[illegible]
*0.17	-	-	-	3.64	[illegible] 5
-	-	-	-	3.70	[illegible] 10-6
-	-	-	-	3.71	[illegible] 15-11
-	-	-	-	3.81	[illegible] 16

(α≤0.05) [illegible]*

[illegible]

[illegible] (31) [illegible] (α =0.000) [illegible] (F=13.46) [illegible] (α ≤ 0.05) [illegible]

[illegible] (34) [illegible] (3.53) [illegible] (3.83) [illegible]

[illegible] (3.53) [illegible]
[illegible] (3.70) [illegible]
[illegible]
[illegible]
[illegible] (3.53) [illegible]
[illegible] (3.73)
[illegible]
[illegible].

(34) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	3.53	-	*0.17	*0.20	*0.30
[illegible]	3.70	-	-	-	
[illegible]	3.73	-	-	-	
[illegible]	3.83	-	-	-	-

(α≤0.05) [illegible]*

[illegible]
:[illegible]

[illegible] (31) [illegible]
[illegible]
(α =0.453) [illegible] (F=0.596) [illegible]
[illegible] (α ≤ 0.05) [illegible]
[illegible].

[illegible]

[illegible] (2006) [illegible]
[illegible]

[illegible] (2010) [illegible]
[illegible]

[illegible] (1985) [illegible]
[illegible]

[illegible] (2010) [illegible]
[illegible]
.262 - 223 [illegible] (1) [illegible] (24) [illegible]

[illegible] (2006) [illegible]
[illegible]
[illegible]

[illegible] (2003) [illegible]
[illegible]
.195- 159 [illegible] (1) [illegible] (19) [illegible]

[illegible] (2007) [illegible]
[illegible]
- 184 [illegible] (1) [illegible] (3) [illegible]
.214

[illegible] (2001) [illegible]
[illegible]

[illegible] (2004) [illegible]
[illegible] 72 [illegible]

[illegible] " (2008) [illegible]
[illegible]

.36-34 (1) (37)

(2001)

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